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27 January 1969

MEMORANDUM FOR: Deputy Director for Plans  
Deputy Director for Science and  
Technology  
Director, National Estimates  
Director, Current Intelligence  
Director, Strategic Research  
Director, Economic Research

1. I have prepared the attached draft at the request of the Director. I now ask you to give me your comments as soon as possible, in any event not later than COB, 28 January.

2. As you will see, most of this is perfectly straightforward and requires no new changes within the organization. The one place where a change is needed in my judgment is in the arrangements for support of the Agency representatives to the IRGs. In the new scheme of things the IRGs are given an added task. They are to prepare papers on regional policy questions which are then passed to the Review Group before presentation to the NSC for action. These papers are analytic and contain numerous broad estimative judgments. Such questions as "What is the nature of the Soviet threat to the Middle East" and "What is the precise nature of the Soviet threat to NATO via the Middle East" need to have the full analytic and estimative sources of the Agency brought to bear. They should not be answered by a single part of the Agency. There is the additional potential difficulty that the Agency representatives in the IRGs and the NSC Review Group may make opposing estimative judgments as the papers pass through various stages.

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3. For the above reasons I have suggested that for each IRG there should be a designated DDI officer to serve as alternate. In my view he should attend those meetings where papers of the sort described above are discussed and he should be assigned the responsibility of preparing and coordinating within the Agency the answers to questions of the kind I have noted. I believe that in this fashion we can insure that the Agency can support both authoritatively and with a single voice.

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R. J. SMITH

Deputy Director for Intelligence

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## AGENCY SUPPORT TO NATIONAL SECURITY COUNCIL SYSTEM

1. This directive outlines the reorganization of the National Security Council System and establishes institutions and procedures for providing that system with Agency support.

2. The National Security Council (NSC)

The membership and functions of the National Security Council continue unchanged as set forth in the National Security Act of 1947, as amended. The NSC will ordinarily meet once a week, on Wednesday mornings.

The Director attends the NSC meetings and briefs these meetings on significant world developments and on agenda items.

Agency action responsibility

Preparation and coordination of the Director's NSC briefing material is primarily the responsibility

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of the Director of Current Intelligence under the direction of the Deputy Director for Intelligence.

In order to provide a central Agency file and coordinate general staff support on NSC matters, the Deputy Director for Intelligence will continue to provide the necessary facilities. Each Deputy Director will designate a staff officer to serve as a focal point for handling NSC matters within his directorate and to manage coordination with the representative of the Deputy Director for Intelligence.

3. The National Security Council Under Secretaries Committee

The NSC Under Secretaries Committee will review various interagency activities overseas and those problems which do not require consideration by the NSC. This committee is chaired by the Under Secretary of State. Other members are the Deputy Secretary of Defense, the Assistant to the President

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for National Security Affairs, the Director of Central Intelligence, and the Chairman of the Joint Chiefs of Staff.

Agency action responsibility

The Director will assign action responsibility in each instance depending on the subject matter on the agenda.

The 303 Committee will continue to exist as a separate entity, and existing Agency staff support arrangements will remain as before.

4. The National Security Council Review Group

The NSC Review Group has been established to review papers prepared by the NSC Interdepartmental Group, NSC Ad Hoc Groups, or the Departments prior to their consideration by the NSC. In general, its functions will be similar to those carried out by the former NSC Planning Board. The NSC Review Group may also assign actions to the NSC Interdepartmental Groups or Ad Hoc Groups.

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The NSC Review Group is chaired by the Assistant to the President for NSC Affairs and includes representatives of the Secretaries of State and Defense, of the Director of Central Intelligence, and of the Chairman of the Joint Chiefs of Staff.

The Deputy Director for Intelligence is the Director's representative on the NSC Review Group.

Agency action responsibility

The Deputy Director for Intelligence will draw on all Agency resources in carrying out his responsibilities. For this support he will look primarily to the Agency mechanism which supports the Interdepartmental Groups; namely, the Area Division Chief of the Clandestine Services and the corresponding Regional Officer of the Directorate of Intelligence, depending on the nature of the problem. The Deputy Director for Intelligence will also consult the Deputy Director for Science and Technology when warranted by the subjects on the agenda of the Review Group.

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5. National Security Council Interdepartmental Groups  
and Ad Hoc Groups

The existing Interdepartmental Regional Groups (IRGs) and the Political-Military Interdepartmental Group have been merged into the NSC structure. These groups will address themselves to issues which can be settled at the Assistant Secretary level, and will prepare policy and contingency papers for review by the NSC.

Agency action responsibility

The Area Division Chiefs of the Clandestine Services will be the Agency representatives on the Interdepartmental Regional Groups, and the Director of Strategic Research of the Directorate of Intelligence will be the principal Agency representative on the Political-Military Group.

To insure that papers prepared by Interdepartmental Groups which analyze international developments fully represent the views of the Agency, the

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alternate representative on the Interdepartmental Regional Groups will be an area specialist designated by the Directorate of Intelligence. These Regional Officers will work very closely with the Area Division Chiefs and will have the responsibility of providing the Area Division Chiefs the necessary analytical support. The Area Division Chiefs, in turn, are responsible for maintaining close cooperation with the Regional Officers, calling on them for substantive support and keeping them fully informed of the status of projects before the IRG. As a general rule both the Area Division Chief and the DDI Regional Officer will attend meetings of the Interdepartmental Groups.

6. It must be stressed that matters pertaining to the business of the National Security Council and its subsidiary groups must be handled with significantly greater secrecy than

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in earlier years, and in strict accordance with the need-to-know principle. This policy of secrecy applies in particular to subjects on the agenda of meetings and the substance of discussions in such meetings. Access to NSC documents and information will be limited to individuals approved by the Director.

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